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29 JUN 1955

20: Deputy Director (Support)

SUBJECT: Survey of Position Evaluation Division, Office of Personnel

## 1. THE PROBLEM:

To identify the functions and activities inherent in the evaluation of positions and the establishing of qualifications standards related to such positions; to determine the most appropriate internal structure for the Division; and to calculate the staffing requirements.

### 2. FACTS BEARING ON THE PROBLEM

- a. The title, "Position Evaluation Division", was proposed and accepted in the preliminary study of the Office of Personnel to replace the former title, "Classification and Wage Division".
- b. The primary functions and responsibilities of the Division will remain, generally, as they were.
- c. The internal organization of the Division is satisfactory, except for the titles applied to the branch elements. There appears to be no staff implication in the work of the Standards group.
- d. The evaluation functions of this element are common to all governmental agencies; the operations are of a repetitive nature and are reasonably comparable in all agencies; the satisfactory proportion of agency positions per evaluator is generally accepted by Personnel Administrators at 450-550 to 1, depending on the characteristics of the particular agency.
- e. Based on the above factor, the division has been seriously understaffed as to evaluation analysts. This fact may explain most, if not all, of the unaccomplished workload and processing delays which exist.
- f. The activities of this Division have a primary bearing on the level of employee morale throughout the Agency and on the relationships between the Office of Personnel and other Agency components.
- g. The turn-over in personnel of the Division has been excessive.

## THE PRACTICAL

W.H. Chase

3. DISCUSSION:

- a. It is proposed that the Office of Personnel in this Agency rid itself of certain terminology commonly associated with the rigid Civil Service control in the old line governmental agencies. The word, "evaluation", was suggested as being descriptive of the activities of this Division, without the historic implications of the former title.
- b. Internal organization charts and T/O listings for this Division have shown a Covert Branch, an Overt Branch and a Survey and Standards Staff. There appears to be no true staff activity in this division and it is believed that the title 'Standards Branch' would be more appropriate for the third element.
- c. Consideration of the staffing problem for this Division must take cognizance of the following conditions:
  - (1) Two types of workload are involved - the position evaluation activities and the development of position and qualifications standards. The former is a repetitive type operation and can be related directly to the man hours required to perform the task. The operation is standard to all governmental agencies. Personnel Administrators, over the years, have come to generally accept a factor of 450-550 agency positions per evaluator as being a fair workload - this factor is for the calculation of evaluators only and does not include division overhead nor clerical/typist support. There is no similar factor for the standards and qualifications operation.
  - (2) It is stated, and experience tends to verify the estimate, that less than 50% of the positions in the Agency are covered by adequate position descriptions, that few Agency components have had complete evaluation surveys of their assigned positions, that re-surveys at periodic intervals are not being accomplished, that with two exceptions the overseas installations have not been surveyed.
  - (3) Employee morale throughout the Agency, the satisfaction of operating supervisors in Agency components, and the general relationships between the Personnel Office and other major components, depend as much, if not more, on the abilities, attitudes and performance of this Division than on any other segment of the Office of Personnel.
  - (4) All position evaluation, under present procedures, is performed in this Headquarters element - field positions are not evaluated in the overseas headquarters.
  - (5) The determination of a base figure representing Agency positions, to be used in applying the staffing factor referred to above, is open to some question. The Agency T/O will total approximately [REDACTED]

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positions. Ceilings are imposed at approximately [ ] positions which may actually be filled. Obviously, some positions within the T/O, but not authorized within the Ceiling, will be presented for evaluation. It is also true that, due to the nature of the jobs and the activities of the Agency, a sizable number of Agency positions will never receive full evaluation treatment. For the purpose of this study, it is believed that a base figure of [ ] positions is acceptable.

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(6) The staff turnover in this Division in the last year is reported to be 50%. This condition, or one anywhere nearly as bad, will preclude satisfactory performance no matter what staffing level is authorized. This means, actually, that the operations of the Division are continuously in the hands of trainees. There appears little sound justification for permitting the operating elements of the Agency to raid this particular Division for personnel to staff overseas personnel elements, particularly since there is no evaluation activity in the overseas stations. Continuous restaffing with less than Agency experienced journeyman level evaluators is prejudicial to the best interests of the Agency.

(7) The Standards Branch T/O authorized five journeyman level positions, exclusive of the branch chief and the steno/clerical support positions. However, because of the shortage of evaluators in the Overt and Covert branches and the turnover rate discussed above, three of these persons are on loan to the evaluation activities. As a result, the branch is behind schedule.

4. CONCLUSIONS:

a. The following rearrangement in structure and titles should be effected in this Division:

Position Evaluation Division  
Covert Evaluation Branch  
Overt Evaluation Branch  
Standards Branch

b. The activities of this Division in position evaluation are comparable to corresponding activities in other governmental agencies. The generally accepted staffing factor for position evaluation is applicable in this Agency, as elsewhere. The former T/O for this activity authorizes 14 evaluators - excluding division overhead and all steno/clerical support. This figure is less than the standard factor indicates as being required to staff this activity in this Agency. There is excessive turnover in the personnel of this Division. The lack of satisfactory performance on the part of this segment of the Personnel Office may be attributed to these two conditions. The requirement for steno/typist/clerical

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support is in direct relation to the number of evaluators and, therefore, an increase in the evaluator strength will require an increase in the support positions. The T/O of this Division should be increased by [REDACTED] evaluator positions and [REDACTED] steno/typist/clerical support positions. This increase will bring the evaluator strength to [REDACTED] divided between the Overt and Covert branches, which is still under that indicated by the factor of [REDACTED] explained above. However, this increase should permit the Division to perform adequately, provided the turnover is brought under control.

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- a. Standards Branch personnel should be returned to their proper assignment in order that the function of this element may be performed as planned and scheduled. One of the [REDACTED] steno/typist positions added to the T/O (par. 4b above) is for this Branch.
- d. Cost of operation of the Office of Personnel will be increased by the amount of the salaries of [REDACTED] and [REDACTED] Steno/typists, noted on the proposed T/O - Tab C. The upgrading, noted on Tab C, of [REDACTED] positions is not related to this survey.

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### 5. RECOMMENDATIONS:

It is recommended that:

- a. The organization of the Position Evaluation Division consist of the following elements - See Tab A, Organization Chart:

Office of the Division Chief  
 Covert Evaluation Branch  
 Overt Evaluation Branch  
 Standards Branch

- b. The functional responsibilities proposed for the Division be approved - See Tab B, Functions.
- c. That the T/O developed for the Division be approved - See Tab C, T/O Proposal.

Note: 1. This proposed T/O has been examined by the Position Evaluation Division and approved as to titles and grades.

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[REDACTED] result in a budget increase equal to these salaries.

- 3. [REDACTED] instances of upgrading, noted on Tab C, are not associated with this Survey.

/s/

29 JUN 1955  
 [REDACTED]  
 Chief, Management Staff

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SUBJECT: Survey of Position Evaluation Division, Office of Personnel

ATTACHMENTS:

- Tab A - Organization Chart
- Tab B - Functional Statements
- Tab C - Staffing Pattern

CONCURRENCE:

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28 JUN 1955

Director of Personnel

Date

ACTION BY APPROVING AUTHORITY:

APPROVED:

signed

11 July 1955

Deputy Director (Support)